

**EEO CRITICAL ELEMENT**  
**GM/GS/WS AND TITLE 42 (Below Division Level)**  
**CODE 2 - MANAGERS AND SUPERVISORS**

**PROMOTING EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND WORK  
FORCE DIVERSITY PROGRAMS**

**Critical Element:**

Through both personal leadership and appropriate managerial actions, management officials shall proactively support and promote Departmental and NIH EEO and Work Force Diversity Programs designed to achieve the following:

**Performance Standards:**

1. Addresses EEO Complaints and employee issues in a timely and effective manner.

*Guidance: Describe the steps taken to ensure that IC EEO complaints are processed in strict accordance with the procedures set forth by EEOC, DHHS and the NIH (i.e., respond to complaints in a timely manner, demonstrate efforts to resolve complaints at the lowest level, monitor discrimination complaints to identify patterns of discrimination and initiate actions to correct these patterns, etc.). Attend and support EEO and Diversity training sessions for all staff, including sexual harassment. Describe efforts to ensure staff comply with EEO and Diversity Management policies.*

2. Supports and actively participates in the implementation of the IC's Affirmative Action Plans, programs and initiatives that address the under-representation of minorities, women and persons with disabilities.

*Guidance: Describe the size and diversity of your Office staff by race, gender, national origin and disability. Identify any goals you have set to improve the diversity of the work force and how these goals have been/are being accomplished. Identify special efforts made to monitor organizational accomplishments in maintaining a diverse work force and supporting the IC's Affirmative Employment Program. Discuss your role in focused recruitment efforts (i.e., Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and Community-Based Organizations, etc.).*

*Describe the use of special hiring authorities to fill vacancies with qualified applicants from underrepresented groups.*

*Describe your efforts to assist the IC in meeting NIH's "Stretch Goals" to hire 945 new individuals with disabilities by 2005. NOTE: Hires are to be from outside the Federal Government.*

3. Provides equitable training and career development opportunities and performance awards for staff at all grade levels (examples – use of IDPs, equitable allocation of available training funds).

*Guidance: Describe the efforts or initiatives implemented to ensure the equitable development and recognition of staff at all levels (i.e., NIH Management Intern Program, STRIDE, COTA, etc.). Identify awards or changes in your work force that reflect the success of these initiatives. Highlight the steps taken to remove any "barriers" that impede the accomplishment of this element.*

4. Establishes a fair and equitable work environment by encouraging the use of problem solving and alternate dispute resolution processes.

*Guidance: Describe efforts to encourage and support the development and use of alternative dispute resolution (ADR) in managing conflict within the workplace. Provide specific examples of successful ADR/workplace resolution techniques and strategies that have been effective. Highlight initiatives that have created an inclusive work environment in which employee concerns and ideas are utilized in problem solving, decision-making, and planning workplace activities and initiatives.*

5. Promotes a zero tolerance policy for harassment and discrimination.

*Guidance: Describe EEO, Diversity and workplace management initiatives developed to: ensure that the work environment is free from all forms of harassment and intolerance, including sexual harassment.*

6. Supports EEO and Work Force Diversity programs by providing leadership, allocating adequate staff, fiscal resources and supporting staff participation in these programs.

*Guidance: Consistent with workload requirements, describe the degree of support/resources for NIH wide educational efforts and IC EEO and Diversity programs. Describe any initiatives, Memorandum of Understandings or collaborations with other agencies or ICs that support EEO Program goals. Support NIH-wide Special Emphasis Programs by attending and encouraging staff to attend/participate.*

7. Responds to requests for reasonable accommodations from persons with disabilities in accordance with Federal laws, regulations and NIH policies.

*Guidance: Discuss in detail, the number and types of reasonable accommodations if requested and how they were addressed. Highlight any policies or procedures developed and implemented to address requests in a timely basis.*